

19 March 1971

MEMORANDUM FOR: Personnel Officer,

SUBJECT : Steps One and Two of the Project of Personnel Movement
and Management in the 70's

1. I want to share with you, in general terms, the progress we have made to date in implementing the various steps of this program and to pass on for your consideration as applicable, some of the items that have come up in the course of completing Steps one and two of the process.

2. A goodly number of the Career Services have finished, by now, an updating of their promotional possibilities in the current decade; and several are currently concluding work on Work Form 3 (showing the difference between promotional possibilities and promotional needs) following reviews by the Career Boards of the promotional readiness of individual careerists. A few Personnel Officers have progressed to the point of evaluating the results of their findings and are beginning to think about possible solutions to specific problems.

3. Although I have heard a few mutterings about the work involved, it seems that everybody has been conscientious in developing the material, including Career Board and senior officials. Apparently, the exercise has been fruitful so far in developing a better focus and mutual understanding of emerging personnel needs. It is still too early to determine what the ultimate advantages of the project will be at the Agency and Directorate levels, but I have the general impression that most participants are sincerely hopeful personnel improvements will be achieved through the collective efforts being made in the project.

4. The following comments are triggered by questions that have arisen in the preparation of Work Forms 1-3.

a. Plus or minus CSGA spaces at each Grade should be combined with total promotional possibilities estimated for that Grade in FY 1971. This information should be entered only in the column for FY 1971, inasmuch as repetition of present CSGA spaces in succeeding years would amount to a duplication. (Work Form 1 only accounts for total spaces available and does not relate in any way to Career Board decisions pertaining to the time when and if such spaces will be used.) See attachment.

b. Plus or minus CSGA spaces at each Grade should not be cumulated vertically downward in Work Form 1; otherwise, the effect would


be to cumulate numbers that have already been cumulated. (It should be kept in mind that CSGA spaces for a given Grade consist of the difference between GS positions and Career Service on-duty cumulated as of the given Grade level and above.)

c. When pertinent, planned ceiling changes at each grade level, during the remainder of FY 1971 and/or FY 1972, should be cumulated and reconciled with cumulative promotion possibilities.

d. Promotional possibilities in the Grades GS-11 and above are expanded or contracted by net increases or decreases in reassignments in and out of these various Grades. Total promotional possibilities in the Grades GS-11 and above are decreased by the number of direct hirings at such levels. To the extent these considerations can be estimated, they should be taken into account in the computation of total promotional possibilities.

e. Future accessions below the GS-11 level represent employees who may be promoted one or more times during FY 1971-1980. Based upon your own experience of retention rates applicable to your Career Service, it is suggested you plot the number of additional promotion spaces that may be required for this purpose at the GS-11 and above levels.

f. A primary reason for including Grade GS-11 on the Work Forms 1-3 was to facilitate the planning of future levels and mix of new personnel needed (as stated in Step 3 of PMMP 70's). It is hoped that the calculation of GS-11 spaces will enable each Career Service to provide an analysis of expected and needed promotional flows within the Grades GS-07 to GS-11 in the Career Service Situation Reports, referred to in Step 3 of PMMP 70's.


Chief, Plans Staff